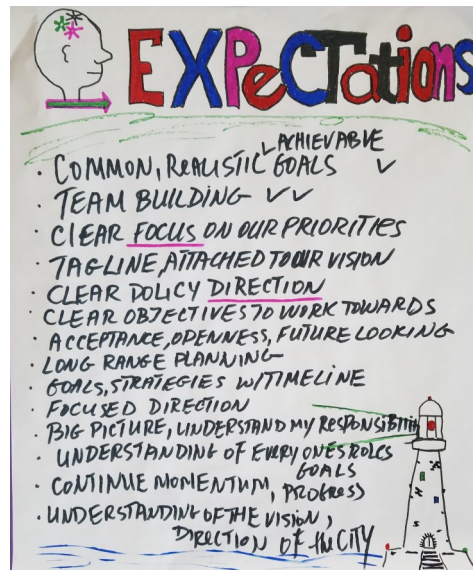




## Expectations:

The participants Shared their expectations for the 2-Day retreat:

- Common, realistic achievable goals
- Team building
- Clear focus on our priorities
- Tagline attached to our vision
- Clear policy direction
- Clear objectives
- Acceptance, openness, future looking
- Long range planning
- Goals, strategies with timeline
- Focused direction
- Big picture, understand my responsibility
- Understanding of every ones roles, goals
- Continue momentum, progress
- Understanding of the vision, direction of the city



## 2018 Eureka Strategic Planning Session March 29-30

Produced by Richard and Irina Fursman  
Hue.life

***What new events/trends do you see happening in the USA/World that may impact the City?***

### **Pre-Retreat Survey:**

A survey was used before the retreat to help reveal the current state of the community and help gauge the changes that had taken place since the previous retreat in 2017.

The data was compiled and themes were drafted and shared with the participants. The data on this page summarize the themes.

Economy	Federal Gov't	Homelessness	Public Health
Sales Tax Shopping Online Cannabis Trade War Retail Business Infrastructure Climate Change Millennials	Trade War Opioid crisis Infrastructure Climate Change Health care	Housing Economy Cannabis Opioid Crisis Crime	Cannabis Opioid Crisis Crime Health care

The chart **above** reflects the themes generated from the events/trends do you see happening in the USA/World question.

The **chart to the right** depicts how often the word was brought up as people answered the question.

<b>Economy</b>	<b>8</b>
Sales Tax	6
Federal Gov't	5
Housing	5
Homelessness	4
Shopping (online)	3
Cannabis	3
infrastructure	3
Trade War	3
Millennials	3
Retail	3
Opioid Crisis	2
Crime	2
Public Safety	2
Health care	2
Business	2
Climate Change	2

***What is changing in our City that suggests we need to think strategically now?***

To the right : A chart indicating the number of times words appeared to answer the above question.

Far right: A few examples of statements shared.

<b>Cannabis</b>	<b>6</b>
Rising Costs	5
Economy	4
Sea Level	3
Opioid	2
Housing	2
Tourism	2

*"Our economy and employment base for years has been based on the timber and fishing industry. As these industries continue to decline we need to think and plan for what will replace them. I don't think depending on tourism will be enough to replace the lost jobs."*

*"Personnel costs are increasing, both for healthcare and retirement, while funding is stagnant - Cannabis is a growing industry and needs to be properly managed."*

*"Changes in property use, fiber infrastructure for internet-based business use.."*

*"Personnel including pension costs rising, revenues maintaining/decreasing (not increasing); potential cannabis revenues."*

*"Sea level rise, disbursement of houseless, new and upgraded facilities sustainable long-term maintenance plan."*

**How are we doing on the 2017 plan, and is it still relevant?**

The retreat began with a review of the 2017 results. The team reviewed the vision statements and reflected on what progress has been made, and where set-backs have occurred. Progress was rated on each area on a 1 (poor) to 6 (excellent). The median scores for each area are reflected here.

MISSION						
To be financially responsible and to provide effective municipal services in a personal, responsive manner and in partnership with community						
Eureka is a Beautiful, Dynamic, Seaport City						
		Eureka has an alive waterfront, Old Town, and Downtown and thriving regional economy		Eureka residents enjoy a livable and sustainable community & abundant choices for leisure time		
Financially stable, effectively run city with an engaged public	Strong, collaborative relationships with partner organizations and community	Unique and abundant attractions/ tourism choices for the community and visitors to enjoy	Community that attracts and retains diverse, skilled workforce thru business investment	Adequate supply of market rate and affordable housing	Vibrant, flourishing and safe community where people want to live and visit	Aesthetically captivating and artistic community with beautiful neighborhoods

6  
5  
4  
3  
2  
1

4

4

4.5

3

2

3

4.5

## New/Different 2018? Impacting Strategy?

### Current Reality:

As part of the opening review, participants shared what might be new and different in 2018 that may impact strategy.

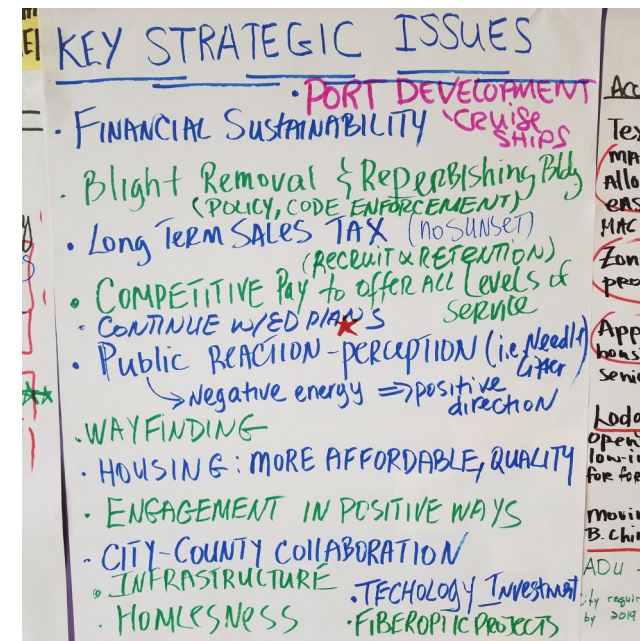
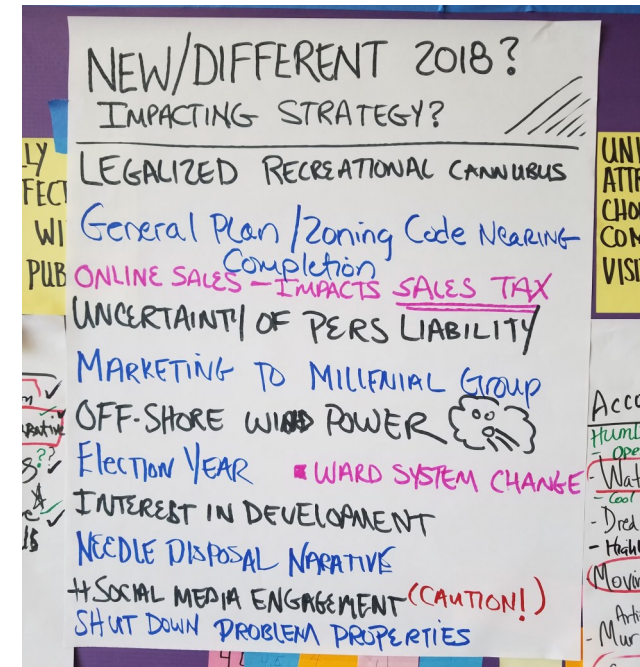
## Key Strategic Issues

After in-depth discussions on trends and successes, the following key strategic issues were brought forward. This was done through the 'social triangle' process.



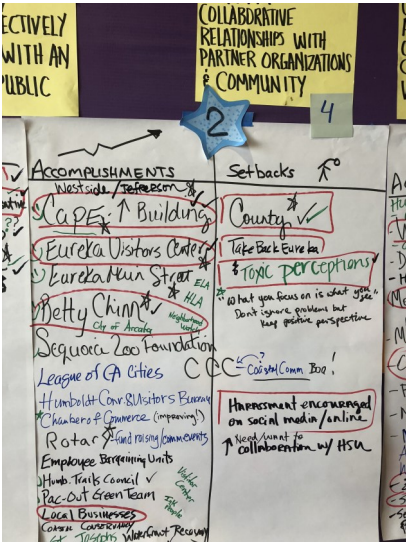
- Legalized recreational cannabis
- General plan/zoning code nearing completion
- Online sales-impacts to sales tax
- Uncertainty of pension liability
- Marketing to millennial group
- Off-shore wind power
- Election year
- Ward system change
- Interest in development
- Needle disposal narrative
- Social media engagement
- Shut down problem properties

- Financial sustainability
- Port development-cruise ships
- Blight removal and refurbishing of buildings
- Policy, code enforcement
- Long term sales tax (no sunset)
- Competitive pay
- Recruitment and retention
- Continue with Economic Development plans
- Public reaction –perception (i.e. needle litter)
- Negative energy > positive direction
- Wayfinding
- Housing: more affordable, quality
- Engagement in positive ways
- City-County collaboration
- Infrastructure
- Homelessness
- Technology investment
- Fiber optic projects

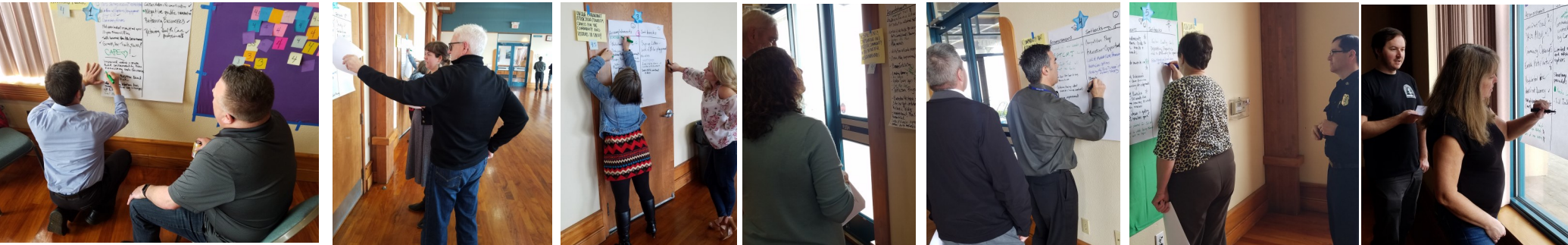


Review: Part Two

Each Vision Statement had accomplishments and setbacks as part of the reflections. These are the statements shared by the group from an exercise that allowed everyone an opportunity to share their opinions.



Financially stable, effectively run City with an engaged public		Strong, collaborative relationships with partner organizations and community	
Accomplishments	Setbacks	Accomplishments	Setbacks
Coffee w/Captains Public engagement 5-year CIP Community forums Sunshine Ordinance Mid-year budget review 10-year financial plan New TPA for Workers Comp Grants for trails, parks, etc. CAPE Improved water and sewer fund sustainability thru necessary rate increases Eurekahistory.com Pension Reserve Fund established Effective Org changes @ EPD Cool Map Zoning code updated	Cal PERS rates and re-amortization Negative public narrative Retaining businesses Retaining health care professionals Long-term funding mechanism	Westside/Jefferson Cape Eureka Visitors Center Eureka Main Street Betty Chinn Neighborhood Watch City of Arcata Sequoia Zoo Foundation League of CA Cities CA Coastal Commission Eureka/Humboldt Conventions and Visitors Bureau Chamber of Commerce Rotary – fund raising/ community events Employee Bargaining units Humboldt Trails Council Pac-Out green team Local Businesses Costal Conservancy St. Joseph's Hospital Waterfront Recovery Services Ink People	County Toxic perceptions <i>'What you focus on is what you see'</i> <i>Don't ignore problems but keep positive perspective</i> Harassment encouraged on social media/online Need/want to collaborate with HSU



Review: Part Two Continued

Unique and abundant attractions/ tourism choices for the community and visitors to enjoy		Community that attracts and retains diverse, skilled workforce thru business investment		Adequate supply of market rate and affordable housing	
Accomplishments	Setbacks	Accomplishments	Setbacks	Accomplishments	Setbacks
Humboldt Bay Marathon Opera Alley Waterfront trail Cool Maps EurekaHistory.com Dredging and Marina Highland Park Hoops improvements Moving tourism center to Clarke Museum Cruise ships coming in Film Commission Food trucks Eureka Visitors Center Movies in the parks Madaket Arts Alive 1st Saturday Watershed Heroes/Zoo Zoo Master Plan Sequoia Park Master Plan Secure grant funding for Hammond Park and Del Norte Pier	Syringe litter Lack of \$ for playgrounds Homeless Lack of signage  Inability to draw in outside entertainment Lack of General Fund commitment to parks Improve community appearance	Hundreds of new cannabis jobs Waterfront trail will attract new families Open door clinic grant to bring physicians to area ( <i>residency program</i> ) Veterans housing Increase wage improvement Redeveloping buildings through cannabis development/business Economic development plan Strategic arts plan in place Unemployment low	Competitive Pay Education opportunities Lack of Market rate housing Health care options Missing the 'Big Picture of Harbor/ Shipping  Homeless visibility  Broadway corridor blight negative perception narrative	Text Amendments made to Muni Code to allow ADU units and ease setbacks MAC repurposed to Waterfront Recovery Services Zoning Code re-write in progress Approved Veteran's housing and low income senior housing development Lodge @ Eureka opened 50 units for low-income seniors; 15 units for formerly homeless Betty Chinn's Trailers ADU Fair planned for July 2018 City required to update housing element by 2019 – work has begun	Vacation Dwelling Units <i>Reduces Owner Occupied Housing and rental pool</i> Degrading properties due to zero funding for repairs City essentially built-out—Lack of developable properties Fear of multi-family housing dev [impact on neighborhood] Homelessness

## 2018 Strategic Categories

After reviewing the current reality, progress, and vision through multiple perspectives, 3 areas of strategic importance were identified to focus on.

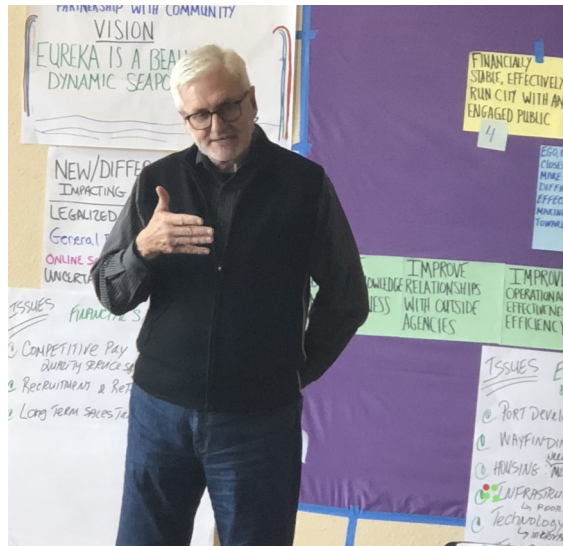
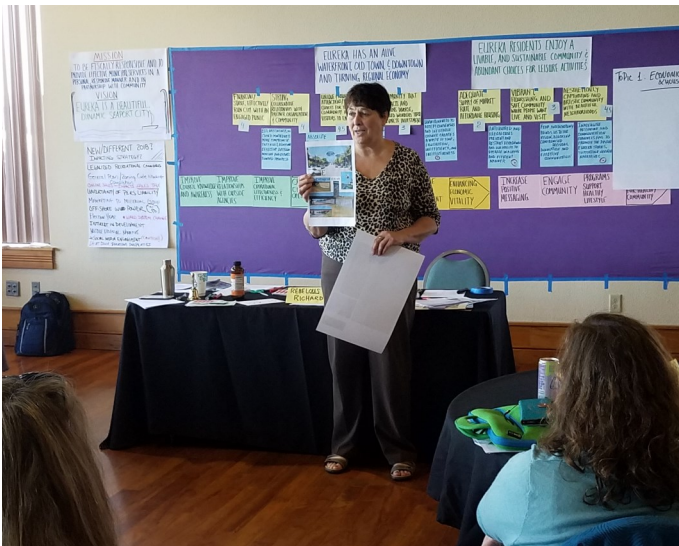
- ♦ **ECONOMIC DEVELOPMENT AND HOUSING**
- ♦ **FISCAL SUSTAINABILITY**
- ♦ **CITY-COUNTY-COMMUNITY COLLABORATION**

*Council members also shared a number of perspectives on items they thought were of importance: Those items were added to the lists developed for strategic categories. City Manager Greg Sparks also shared a perspectives report on the budget and funding.*

## Economic Development and Housing

- **Bay to Zoo trail**
- **Entrance Sign**
- **Wayfinding—announcement of events, banners directing people to stop/visit**
- **Offshore wind energy**
  - Principle Power Rail to town
- Tourist train around the bay
- Port development {customs officer} [cruise ships]
- Maritime Highway
- Clean city/clean streets
- **Muni-Broadband `3M a year savings [Need a feasibility study]**
  - **Fiber optics project (now unreliable, unattractive to tech companies)**
- **Beautification of Broadway**
- Missing-middle housing stock (mixed)
  - Need more affordable, quality housing
- Re-boot the economic dev plan and regional information
- Technology investment
- **Infrastructure: Degrading, eroding, poor street condition**

Items in bold indicate broad support and to be mentioned to State Representative



## City—County— Community Collaboration

- Diversity Program (targets areas [racial, social equity])
- Place to highlight issues: Bias training
- Example: HR, Economic Development –support communities of color
- Q: How do we prevent people from feeling alienated?
- Community campaign to prevent bullying and hate speech
- Citizen of the week/month/year to celebrate
- Community gardening (farm in your yard)
- North Coast Community Collaborative
- Booklet on Engagement
  - Empower Eureka = encourage engagement
  - Youth council, park, mentorship
  - Environmental stewardship
  - Beautification
- **Downtown Streets team**
  - **City partnering w/community initiative**
  - **Partnering w/other existing programs**
- Work w/County on youth treatment
- Ways to build on community “Empowerment”
- How do we help relocate or work with St. Vincent
- Conversation w/4th & R Businesses
  - Drug hot spot
- Continue with:
  - City media retreat
  - Relationships w/Arcata (meetings with them)
  - Park, trails, youth activities
  - Increase meetings w/County (2-day retreat?)
    - Strengthen City Position
- Community outreach “Value of tax you pay”
- **Sea Level Rise**
- Measure “Z” leverage

## 2018 Strategic Categories Continued

### Fiscal Sustainability

- Competitive pay to offer quality services (all services)
- Recruitment and retention
- Long-term sales tax measure (no sunset)
- Recruitment for dispatchers (Arcata partnered for recruitment)
- Short-term disability plan (Recruit and retain)
- HFD #1 contributing more toward dispatch (35%)
- Student loan debt assistance (Recruit)
- Work-life balance (Retain)
- 5% police pay increase
- Local recruitment of police
- Dealing with lack of competitiveness (market rate applications to wages)
- 2% lodging tax
- Uncollected TOT from AirBNB/VRBO
- 1/4 cent tax for roads (or 1/2 cent if no ‘Z’)
- Pre-K day care by Jan 2019
  - Half-price for City employees]
  - Break-even—\$80K
- After school program [age 2—High School]
- Additional benefits for health insurance or retirement
- Bi-lingual pay
- Diversity training
- EDD Job Market
- Partnerships



**-COMMUNITY COLLABORATION**

1 <sup>st</sup> Year Priorities	2-Year Success Indicators
<ul style="list-style-type: none"> <li>Improve message</li> <li>More bi-lingual Applicants</li> <li>New contracts in place w/ County for work experience placements</li> <li>Dedicated % of measure Z funds to City</li> </ul>	

### ACTION STEPS for 2018/19

The final process was to write out action steps for the next year. The process involved describing a 2-year success followed by 1st year actions.

**ECONOMIC DEVELOPMENT & HOUSING**

1 <sup>st</sup> Year Priorities	2-Year Success Indicators
<ul style="list-style-type: none"> <li>Identifying possible landing locations for fiber optics in Eureka</li> <li>City applies for grants to support business incubator</li> <li>Research options for municipal broadband development</li> <li>Update 2003 Tourist Train around Bay</li> <li>Initiate Parking Management Study</li> <li>Support Concept</li> </ul>	<ul style="list-style-type: none"> <li>Support and cheerlead Citywide fiber optics</li> <li>Design and complete permitting for construction funds secured for Business Incubator</li> <li>City selects strategy for BBD</li> <li>City selects strategy for TTB</li> <li>Complete Regional Rail</li> </ul>

## City-County-Community Collaboration

1 <sup>st</sup> Year Priorities	2 Year Success Indicators
<ul style="list-style-type: none"> <li>Work with media to improve message</li> <li>Increase civic engagement thru Empower Eureka program</li> <li>Homeless leadership team expands to include more cities in the region</li> <li>Expand/Implement work-program for homeless individuals</li> <li>Implement youth council</li> <li>City staff and Council develop diversity plan</li> <li>Improve outreach for hiring-PSAs, Videos</li> <li>ID and implement campaign to address bullying and harassment</li> <li>Improve Measure Z funding distribution</li> </ul>	<ul style="list-style-type: none"> <li>More bilingual applicants</li> <li>New contacts in place with county for work experience placements</li> <li>Dedicated % of measure Z funds to city</li> <li>New afterschool program in place serving 60+ kids</li> <li>Lower reports in harassment</li> <li>200+ people signed up through empower Eureka</li> <li>Diversity plan approved</li> <li>Lower count of homeless people in Eureka</li> <li>Youth perspectives reflected in City plans</li> </ul>

## Economic Development and Housing

1 <sup>st</sup> Year Priorities	2 Year Success Indicators
<ul style="list-style-type: none"> <li>Collaborate with Caltrans</li> <li>Pursue/acquire funding</li> <li>Support/Cheerlead wind energy project</li> <li>Zoning code update adopted</li> <li>Site and financing identified for owner occupied affordable housing</li> <li>Council adopts strategy for city wide wayfinding signage</li> <li>Council adopts 3-year cruise ship strategic plan</li> <li>Identify possible landing locations for fiber optics in Eureka</li> <li>City applies for grants to support business incubator</li> <li>Research options for municipal broadband development</li> <li>Update 2003 Tourist Train Around the Bay Study</li> <li>Initiate parking management study</li> </ul>	<ul style="list-style-type: none"> <li>Entrance to Broadway beautified. Plan and funding developed</li> <li>Trail to zoo design and permitting underway</li> <li>Lease secured for wind energy project</li> <li>Completed Veteran's housing and 7<sup>th</sup> and Myrtle senior housing</li> <li>Developer selected for C-F</li> <li>Owner occupied affordable housing project has development agreement</li> <li>City-wide wayfinding signage plan is funded</li> <li>6 to 8 cruise ships scheduled for Eureka in 2020</li> <li>Support and cheerlead Fiber optics</li> <li>Design and complete permitting and construction funds secured for business incubator</li> <li>City selects strategy for Broadway Beautification</li> <li>City selects strategy for tourist train around bay</li> <li>Complete parking study</li> </ul>

## ACTION STEPS for 2018/19

Continued

### Fiscal Sustainability

#### 1<sup>st</sup> Year Priorities

- Decide whether ¼ or ¾ cent tax is brought forward for Streets.
- Ballot measure to county
- Education campaign
- Research and increase in TOT
- Reallocate existing funds
- Approve funding for pre-k
- Long term disability
- Agreement Reached— Developed and executed on Fire Dispatch payment

#### 2-Year Success Indicators

STUT Measure for Streets enacted  
TOT increased  
Enhanced employee benefit/retention package  
Full staffing for all depts. @ revised levels  
Fire Dist. Pays dispatch costs

